

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

PREPARATION OF PROPOSED DISPOSITIONS OF DISCRIMINATION COMPLAINTS

FROM:

DDY/OEE0

EXTENSION

NO.

DATE

16 March 1982

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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EEO-81-499
17 December 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : Director, Equal Employment Opportunity

SUBJECT : Preparation of Proposed Dispositions of Discrimination Complaints

1. I have previously informed you that I will submit to you and Mr. Casey a comprehensive plan for the reorganization of the Agency's EEO system and structure by July, 1982. I have discovered, however, that the decentralized organization of this Agency's present EEO system represents a serious impediment to its present effectiveness, particularly at the informal adjustment and Proposed Disposition stages of the complaints administration and adjudication process.

2. The manner in which complaint cases have been handled and reviewed by the Directorates during the informal adjustment stage of the complaint process is a matter of great concern to me. I do not believe that complaints have been given adequate consideration consistently by the Directorates, perhaps because work requirements limit their time and because they do not possess substantive backgrounds in the area of EEO complaints administration. Under my leadership this Office will direct and closely monitor the informal adjustment process to ensure that each complaint case receives the priority and expertise critical to its thorough analysis and equitable resolution. This will avoid many of the costly and embarrassing delays and errors in complaints processing we have previously experienced and over which, in many instances, this Office has had no control.

3. Agency procedure at the Proposed Disposition stage of the complaints process is a matter of even greater concern to me and in my view requires your immediate attention. A Proposed Disposition must be prepared when the Directorate and the complainant cannot agree to an informal adjustment of the complaint. At present, the Proposed Disposition of a complaint is prepared by the Directorate where the discrimination complaint arose. It is then forwarded to my Office for affixation of a notice of appeal rights and forwarding to the complainant. This practice is inefficient and inappropriate. The Directorates do not possess expertise in employment discrimination law and in most instances have no in-depth knowledge of EEO counseling and investigative techniques or the technical aspects of administrative complaint processing, as does my Chief, Complaints Staff. In addition, the preparation of the Proposed Disposition by the Directorate where the complaint arose gives rise to real and perceived conflicts of interest and is often not a sufficiently objective process.

SUBJECT: Preparation of Proposed Dispositions of Discrimination Complaints

4. I, therefore, propose that all Proposed Dispositions of EEO complaints be prepared, issued, and if approved by the complainant, implemented by the Director, EEO. This will contribute toward greater deference for Director, EEO guidance and advice at every stage of the complaint process and likely encourage stronger attempts to resolve complaints within the Directorates before they reach the Proposed Disposition stage.

5. I sincerely believe that if we take a step forward in this area now, it will do a great justice to the Agency, both in saving money and time, and will lay some of the groundwork for a new system in the future. I am, of course, available for further discussion and comment on this matter.

STAT

John H. Dohring

*Approved
12/17/87
HJD*